



Board of County Commissioners Leon County, Florida

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Budget Discussion Item Executive Summary

June 22, 2010

Title:

LifeQuest and *ProClub* Wellness Program Overview

Staff:

Parwez Alam, County Administrator

Lillian Bennett, Director, Human Resources

Wellness Works! Team (Ernie Poirer, Karen Harrell, Shelley Cason, Heidi Copeland, Cathy Dunkin, Joe McCabe, Mary Leslie, Bill Simpson, Tom Beauford, Mercedes Carey)

Issue Briefing:

On April 13, 2010 at the request of Commissioner Desloge, staff met with the City of Gainesville's consultant for the *LifeQuest* and *ProClub* Wellness Programs, for a program overview. Attendees were Bryan Desloge, County Commissioner, Lillian Bennett, Director of Human Resources, Karen Harrell, Risk Manager and Ernest Poirier, Human Resources Specialist. At the April 13, 2010 Board meeting, staff was instructed to bring back an agenda item outlining *LifeQuest*, and one of its components, *ProClub*.

In 1992, responding to escalating healthcare costs, the City of Gainesville launched *LifeQuest*, a wellness program designed to help employees take charge of their own healthcare (see Attachment #1). The concept was simple: educate employees to make the small changes in lifestyle that would make big differences in personal and professional lives. Today *LifeQuest* is a multi-phased program for City of Gainesville employees, retirees, and their families involving diet and nutrition workshops, one-on-one counseling, health screenings, physical fitness programs, and seminars on health related issues. Treating each employee as an "Occupational Athlete," the City of Gainesville designed training programs tailored to the challenges faced by each individual. It worked.

Fiscal Impact:

This item has no fiscal impact if staff recommendations are approved. If the program enhancement is approved, the fiscal impact to the County of ranges from \$0.00 to \$192,167 depending on Board direction. The City of Gainesville is self-insured for health care and operates its own medical clinic. All insurance, health care and wellness programs are managed through the City of Gainesville Risk Management department. The department is staffed by fifteen (15) full-time employees and has an annual operating budget of \$32,829,356. Employee Health Services and the Wellness Program are funded at \$668,556 and \$123,342 respectively.

Staff Recommendation:

Option #1, maintain the current *Wellness Works!* Program at no additional cost is included in the budget.

Report and Discussion

Background:

In 1992, responding to escalating healthcare costs, the City of Gainesville launched *LifeQuest*, a wellness program designed to help employees take charge of their own healthcare (see Attachment #1). The concept was simple: educate employees to make the small changes in lifestyle that would make big differences in personal and professional lives. Today *LifeQuest* is a multi-phased program for City of Gainesville employees, retirees, and their families involving diet and nutrition workshops, one-on-one counseling, health screenings, physical fitness programs, and seminars on health related issues. Treating each employee as an "Occupational Athlete," the City of Gainesville designed training programs tailored to the challenges faced by each individual. It worked.

Studies have shown that when individuals are healthy and active, they enjoy life more fully and are more effective, inspired, motivated, and productive at work. The City of Gainesville and *LifeQuest* provides the opportunity to work with healthcare professionals, educators, athletic trainers, and dietitians who work as a team to help build healthier lifestyles.

ProClub, a segment of *LifeQuest*, is a safety, health fitness and nutrition training program specifically designed for employees who work together in a department. Meeting on the job site and scheduled around the work shift, *LifeQuest* professionals evaluate each "Occupational Athlete" in the program, set individual goals, and then begin training.

ProClub is an ongoing incentive program for all employees to earn points during the year towards healthy living. Points are tallied and for those qualifying, \$350 is issued to those employees. Approximately one-third of City of Gainesville employees participate in this wellness program annually and approximately 300 employees receive the \$350 award (\$105,000).

Program components include:

- Mandatory program orientation
- Participate in a voluntary "fitness assessment", measured and documented by trained staff, which involves a walk test (1 mile); seated stretch test; push-up test; and "butt-to-gut" ratio. At the conclusion of the program, participants must submit to post-program measurements to obtain related program points
- Voluntary (and free) fasting blood levels (HDL/LDL/Triglycerides/blood sugar). At the conclusion of the program, participants must submit to a post-program blood test to obtain related program points
- Program participants must document weekly exercise (3 aerobic and 2 strength training per week) on the on-line point tally system
- Program participants must provide proof of prescription refills if taking diabetic or cardiac-related drugs
- Program participants must self-report alcohol consumption and tobacco use

Additional points are accumulated by:

- Participating in wellness seminars and screenings
- Bringing a guest to a seminar or screening
- Making personal safety a habit (Do you buckle up? Do you wear a helmet when bicycling? Do you wear a life jacket when you're on the water?)
- Reviewing medications with a pharmacist
- Completing an annual health assessment
- Reducing medical necessity for prescription drugs related diabetes or cardiac concerns

Analysis:

The City of Gainesville is self-insured for health care and operates its own medical clinic. They contract with Blue Cross and Blue Shield to provide annual reports on their health insurance program i.e. in-patient visits, out-patient visits, physician visits, and drug utilization analysis.

All insurance, health care and wellness programs are managed through the City of Gainesville Risk Management department. The department is staffed by fifteen (15) full-time employees and has an annual operating budget of \$32,829,356. Employee Health Services and the Wellness Program are funded at \$668,556 and \$123,342 respectively. The line between programs is blurred and staff may service either program depending on program needs.

Pre-employment health assessments are mandatory and provided by the Occupation Health Nurses and reviewed by the Medical Director. Each employee is screened for health related issues before hiring. If follow-up is necessary in the areas of obesity, hypertension, hypercholesterolemia, hyperlipidemia or diabetes, the employees are then referred to the registered dietitian and/or athletic trainer for a personalized program. *LifeQuest* provides on-site screenings in each department every two years to determine the incidence of hypertension and abnormal blood sugar levels.

The City of Gainesville operates 17 gyms within walking distance of nearly every City owned facility. Each person wanting access to a gym must first have an American College of Sports Medicine fitness assessment performed by the City's certified athletic trainer.

LifeQuest employs a certified athletic trainer; a registered dietitian; two registered occupational health nurses; and one registered nurse who work under the direction of a Medical Director to screen employees while on the job. *LifeQuest* is available 24 hours per day, 7 days per week.

Additionally, the City of Gainesville provides internship opportunities for students at the University of Florida College of Health and Human Performance. The Department of Health Science Education assigns student who help with promotion and implementation of programs, and the Department of Exercise and Sports Science assigns graduate students with expertise in the areas of athletic training and exercise physiology who assist with screenings and individual work programs for their employees, retirees and their dependents.

ProClub is the City of Gainesville's incentive program geared towards rewarding employees who are at low-risk. The intent is to recruit high-risk individuals who, through life style changes, become low-risk. *ProClub* is available to both the employee and spouse.

ProClub program is staffed by one full-time athletic trainer, one full-time program coordinator (formerly titled "wellness specialist"); paid and unpaid interns; one Advanced Registered Nurse Practitioner; one full-time Registered Nurse; one full-time Licensed Practical Nurse and is currently funded (in addition to personnel costs) at \$123,342/year (which does not include the \$105,000 in incentive payouts). *ProClub* is coordinated using the services of a part-time consultant/dietician for an annual fee of \$45,000. An additional \$12,000 is reserved for educational in-services and related fees.

Cost/Benefit Comparison Between Consultant Implementation/County Implementation

At the April 13, 2010 meeting with the City of Gainesville's consultant, Commissioner Desloge asked staff to compare the benefits and cost between using a consultant to coordinate the *ProClub* program and/or the County implementing it's own program using all or some of the components of the *ProClub* program. Staff requested and received three (3) quotes from consultants to coordinate and implement the program with a cost between \$51, 500 and \$ 55,700, depending on the number and frequency of various services. Price quotes include recruitment, start-up and management of the program; tracking the program results; providing outreach and educational classes; staff expenses for various program activities; travel and per diem. Costs for laboratory services are not included in these quotes.

In considering implementation of a County version of the *ProClub* program, staff contacted a number of community resources and were provided informal price quotes for laboratory services as follows:

Table 1

Community Resource	Laboratory Cost
Quest Diagnostics	\$147.73 per person
Patients First	\$30.00 per person
Professional Health Services (mobile unit)	\$42.50 per person
Capital Regional Medical Center	\$18.33 per person
LabCorp	\$77.00 per person

Employees interested in participating in the program who are members of Capital Health Plan (96% of County employees) might opt to utilize their personal insurance to obtain a "well check" at their primary care provider and obtain baseline or post-program laboratory results in that way.

Other components of the *ProClub* program necessitate the services of an athletic trainer; exercise physiologist and dietician. A full-time wellness coordinator would be required to organize and implement the program on an ongoing basis; recruit community organizations to provide the educational component of the program; and track ongoing program participation.

ProClub is a non-proprietary program marketed by TrainAmerica, a subsidiary of Kathryn A. Parker, Inc. For a proposed fee of \$51,500 - \$55,700, TrainAmerica will:

- Organize and implement the program
- Interview and recruit community resources
- Track outcomes – specifically waist circumference and minutes engaged in physical activity
- Assist with insurance data
- Pay all travel expenses for a maximum of 4 days/month
- Generate all correspondence and communication

To maintain the momentum of the program and have a local presence for program participants, a full-time wellness coordinator and part-time support staff is necessary. The average salary range from five (5) data points (see Attachment #2) is between \$44,609 and \$62,688 (not including benefits) dependent on the education and experience requirements.

Table 2

Expenses Related to County Administered ProClub vs Consultant Administered ProClub									
Program Component			# of Participants			County	Total	Consultant	Total
Wellness Coordinator			1			\$65,267	\$65,267	\$65,267	\$65,267
(includes salary, benefits, insurance, equipment & office space)									
Support Staff			.5			\$15,204	\$15,204	\$0	\$0
ProClub Consultant			1			\$0	\$0	\$51,500	\$51,500
Lipid Profile and Glucose			200			\$0	\$0	\$27	\$5,400
(assumes CHP will provide free of cost)									
Lipid Profile and Glucose			200			\$18	\$3,666	\$0	\$0
(if local vendor is utilized)									
Fitness Assessment			200			\$0	\$0	\$0	\$0
(assumes FSU can provide interns for assessment)									
Fitness Assessment (option #2)			200	(25 hours @ \$40/hr)		\$1,000	\$1,000	\$0	\$0
(using an average of \$40/hr for personal trainer; 8 assessments/hr)									
Incentive			200			\$350	\$70,000	\$350	\$70,000
Total cost:							\$155,137		\$192,167

Many wellness programs include health risk assessments, but employees are increasingly timid in providing information regarding their health risks. To complicate things further, many employees who gravitate toward wellness programs generally are healthy and are seeking validation for what they are already doing.

To make return on investment (ROI) calculations easier, employers can rely on tools such as the *Wellness Wizard*, a calculator developed by the Institute for Preventative Medicine. The calculator provides employers with a cost breakdown of eight common risk factors, from smoking to high blood pressure that can affect health costs.

Employers that create disease management programs to focus on chronic employee conditions such as high cholesterol, diabetes or high blood pressure often expect immediate results in the form of fewer claims. Tracking medical claims data appears to be among the most popular ways for employers to calculate their ROI because it appears to be the most common-sense, bottom-line way to decipher a wellness program's effect on health costs.

By plugging in the number of employees, the *Wellness Wizard* uses data from seven studies and the U.S. Government's National center for Chronic Disease Prevention and Health Promotion to aggregate risks and costs. The report provide employers with a list of ailments and risk factors, along with the money it costs to treat individuals with such ailments.

The *Wellness Wizard* uses surveillance data from the U.S. Governments National Center for Chronic Disease Prevention and Health Promotion to calculate the number or employees nationally who have the following health risks:

- Smoking
- Overweight
- Lack of exercise
- Excessive alcohol use
- High blood pressure
- High cholesterol
- Asthma
- Diabetes

This data is based on national averages and is not necessarily the same as for the specific employer. If, however, the demographics of the employee population are similar to the demographics of U.S. adults nationally, the data should be valid enough to know what risks employees have and what inventions to offer.

Summary

All insurance, health care and wellness programs for the City of Gainesville are managed by its Risk Management Department. The department is staffed by fifteen (15) full-time employees and has an annual operating budget of \$32,829,356. Employee Health Services and the Wellness Program are funded at \$668,556 and \$123,342 respectively. The line between programs is blurred and staff may service either program depending on program needs.

As Leon County does not employ occupational health specialists and does not operate its own employee health clinic, it would be necessary to outsource the laboratory services and fitness tests (pre- and post-program). Outsourcing could take the form of coordinating with the universities to provide fitness assessments; relying on the County's health insurer(s) to provide laboratory services; and/or negotiating a fee for services for one or both of these program components.

One full-time wellness coordinator and a half-time support staff would be required for the recruitment, start-up and management of the program; tracking program results; coordinating with community resources where applicable; and providing outreach and educational classes.

Options:

1. Maintain the current *Wellness Works!* Program at no additional cost.
2. Contract with the City of Gainesville *ProClub* consultant for the first year of the program and hire a Wellness Coordinator and Support Staff to administer the program. Total first year cost of \$192,167 and ongoing costs of \$155,137 thereafter. This is not included in the preliminary budget and would require an increase above the rolled back millage rate.
3. Direct staff to hire a Wellness Coordinator and Support Staff person to begin a program similar to that of the City of Gainesville *ProClub* at a cost of \$155,137 annually. This is not included in the preliminary budget and would require an increase above the rolled back millage rate.
4. Board Direction.

Recommendation:

Option #1 is included in the budget.

Attachment(s):

1. Case Study, City of Gainesville: *LifeQuest*
2. Salary Study, Wellness Coordinator
3. *Wellness Wizard*

PA/LB/kh



City of Gainesville:

A Platinum Well Workplace Case Study

About The Platinum Well Workplace Award Initiative

The Platinum Well Workplace Award represents the pinnacle of results-oriented worksite wellness programming. The Platinum Award is granted to organizations that have previously achieved a Gold Well Workplace designation and are now forging new ground by linking health promotion objectives to business outcomes. The Platinum Award process is by invitation only, and is rigorous in its expectations. Each year, a very limited number of organizations world-class in their approach to worksite wellness, will receive the Platinum Well Workplace Award.

Wellness Council of America [WELCOA]

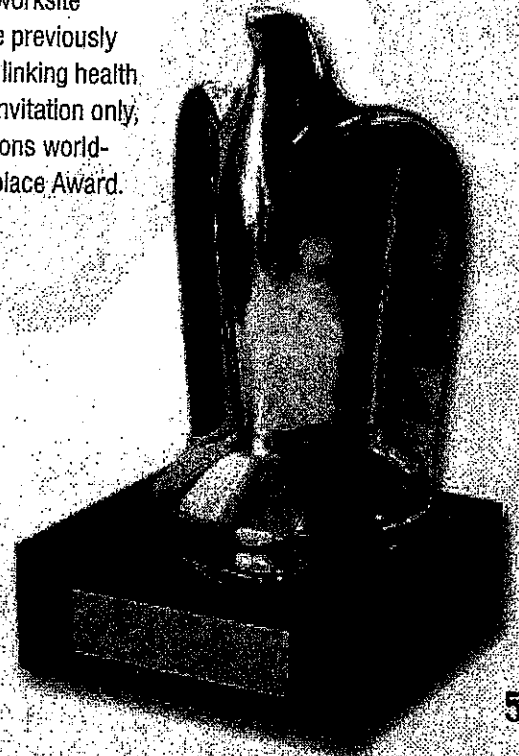
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David Hunnicutt, PhD | President, WELCOA



If you have questions or comments concerning this case study, please contact Dr. David Hunnicutt, President of the Wellness Councils of America. WELCOA is one of the nation's premier resources for workplace wellness. Dr. Hunnicutt can be reached at dhunnicutt@welcoa.org or by visiting WELCOA's website at www.welcoa.org. This case study was originally submitted in (DATE) and was released in (DATE).



A WELCOA Case Study City of Gainesville

Attachment # 1
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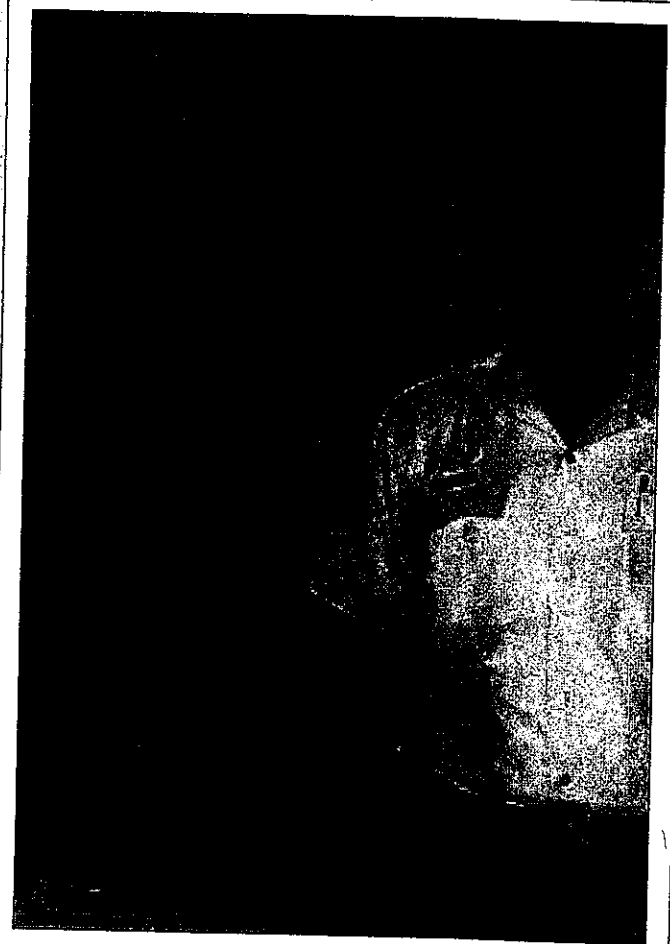
In 1992, responding to escalating healthcare costs, the City of Gainesville launched LifeQuest, a wellness program designed to help employees take charge of their own healthcare. The concept was simple: educate employees to make the small changes in lifestyle that would make big differences in their personal and professional lives.

This case study is dedicated to helping you learn more about the practices of one of America's healthiest workplaces.

Specifically, this case study is divided into five sections.

- **Section One** provides information on the organizational overview and business environment. This information is useful because it provides the overall business context in which the wellness programs take place.
- **Section Two** addresses the company's present approach to corporate health. In this section, you will find information related to the vision/mission statements and the strategic wellness priorities and practices.
- **Section Three** of this case study is devoted to highlighting documented outcomes. Specifically, the impact of health programs on health risks and overall cost containment and return-on-investment are recorded here.
- **Section Four** addresses the lessons learned in the process. This information is particularly valuable to the reader because the same mistakes are often made over and over again—this information may help to break that vicious cycle.
- **The Fifth and Final Section** is the company's vision for health in the new millennium. Contained in the section are the company's future BHAG's—big, hairy, audacious goals.

We hope that you enjoy this case study. Our goal is to help you learn as much about designing and delivering results-oriented wellness programs as is possible. Our hope is that you will take the information and put it to good use.



*The mission statement of the City of Gainesville is:
Make Gainesville the most livable and best managed City by providing
courteous and quality services through teamwork, innovation, and
a total Commitment to Excellence. This is their story.*

City of Omaha

Gainesville

The City of Gainesville, Florida was founded in 1854 and incorporated in 1869. Since 1927, the City has operated under a Commission-Manager form of Government. The City Commission consists of five Commissioners. On March 24, 1987, the voters changed the manner of electing the members of the City Commission. Three members of the City Commission are elected from single member districts and two members are elected City-wide. In March 1988, Gainesville citizens elected their first directly elected Mayor since 1927. Previously, mayors were elected from among the commission. The City Charter prohibits consecutive service on the Commission for more than two 3-year terms. In March 1992, the voters approved the addition of two Commissioners, one district and one at-large, when Gainesville's population reached 110,000. The population is currently at approximately 141,000 residents.

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LifeQuest's mission is: Reduce healthcare costs through positive lifestyle changes.

Core Values Of The Organization

The City of Gainesville recently developed a new Values Statement which was created by employees from various areas of government.

Integrity: We will be open, honest and honor our commitments.

Diversity: We will maintain a viable work force that reflects our community.

Teamwork: We will work cooperatively to build and maintain productive working relationships.

Citizen and Customer Satisfaction: We will strive to meet our citizens' and customers' needs in a professional and courteous manner.

Quality: We will aspire to the highest level of excellence in our products and services.

Financial Accountability: We will provide responsible stewardship of the City's assets and resources.

Challenges Our Organization Faces In The Present Business Environment

- Electric de-regulation
- Reduction in State revenue sharing

- Reduction in telecommunication tax
- Decreased dependence from the County for fire-rescue services
- Reduction of Airport fire services
- Increase in insurance premiums due to escalating claims

Demographic Overview Of Organization's Workforce

- There are 1,857 total employees
- 5.82% are officials and administrators
- 13.57% are professionals
- 16.24% are technicians
- 13.95% are protective service personnel
- 16.59% are administrative support
- 23.97% are skilled craftsmen
- 9.86% are service/maintenance personnel
- The average age of employees is 42.46 years
- There are 1,319 total male employees, 71.03% of the organization
- There are 538 total female employees, 28.97% of the organization

Gainesville's Present Approach To Corporate Health 8 of 28

History Of Wellness Within The Organization

In 1992, responding to escalating healthcare costs, the City of Gainesville launched LifeQuest, a wellness program designed to help employees take charge of their own healthcare. The concept was simple: educate employees to make the small changes in lifestyle that would make big differences in their personal and professional lives. Today LifeQuest is a multi-phased program for City of Gainesville employees, retirees and their dependants, involving diet and nutrition workshops and one-on-one counseling, smoking cessation programs, health screenings, seminars on health-related issues, and physical fitness programs in and out of the gym. Treating each employee as an "Occupational Athlete," the City of Gainesville designs training programs tailored to the challenges faced by each individual. And, it's working! Our healthcare costs have consistently remained below the national average since 1995; and LifeQuest participants are better able to serve the citizens of Gainesville and enjoy a greater quality of life.

Employees of the City of Gainesville are a team and, like all great teams, we know what it takes to stay on top. It takes hard work and an unyielding commitment to excellence to serve our community by the standards we set for ourselves. Like an athlete, each member of the team has to be at his or her best at all times: healthy, physically fit, safe, sharp and productive. Whether we are battling fires, fighting crime, stringing wire, trimming hedges or typing letters, we owe it to ourselves and our team to be in top form. The City of Gainesville recognizes this and has made a commitment to the overall well being of our team through LifeQuest.

Corporate Wellness Vision And Mission Statements

The mission statement of the City of Gainesville is: Make Gainesville the most livable and best managed City by providing courteous and quality services through teamwork, innovation, and a total Commitment to Excellence.

The Risk Management Department, in conjunction with LifeQuest, will identify and analyze the City's exposure to risk, develop innovative and cost-effective programs to manage those risks as well as provide the most efficient, effective and affordable health care and wellness programs in order to foster a healthier, more fit lifestyle for City employees, retirees and their families.

LifeQuest's mission is: Reduce healthcare costs through positive lifestyle changes.

Wellness And Strategic Priorities Of The Organization

LifeQuest falls within the department of Risk Management (i.e. group benefits, safety engineering, etc.). Placed within the Risk Management Department, LifeQuest is more able to identify employee needs and health issues through the frequency of health insurance claims and worker's compensation claims.

LifeQuest's number one function is the implementation of awareness through education and behavior change programs. This is accomplished by offering individual counseling using our registered dietitian and certified athletic trainer. In addition, we employ two registered occupational health nurses and one registered nurse who work under the direction of our Medical Director to screen employees while on the job. We offer classes throughout the work schedule including shift change for our employees that work the evening/midnight shift. Each department specifies which times and days are best to facilitate getting our message out while not interfering with getting the job done. LifeQuest is available 24 hours day, 7 days week. Although most goals are accomplished during regular working hours, departments such as police, fire, electric, gas and streets and parks are better educated at shift change.

We also provide internship opportunities for students at the University of Florida College of Health and Human Performance. The Department of Health Science Education assign students who help with promotion and



implementation of programs, and the Department of Exercise and Sports Science assign graduate students with expertise in the areas of athletic training and exercise physiology who assist with screenings and individual workout programs for our employees, retirees and their dependants.

The Operating Model And Theoretical Underpinnings For The Wellness Initiative

The Risk Management Department contracts with Blue Cross and Blue Shield to provide annual reports on our health insurance programs. The report is broken down into three categories: In-Patient Visits, Out-Patient Visits and Physician Visits. In addition, we are provided an annual Drug Utilization Analysis Report. Together these two documents provide us with information on what the healthcare issues are.

The LifeQuest team analyzes these issues department by department as well as the City as a whole in various venues. Pre-employment health assessments are mandatory and provided by our Occupational Health Nurses and reviewed by our Medical Director. Physical examinations are offered every five years to all employees beginning at the age of 30. Regional Transit System employees receive bi-annual physical examinations. Members of our Police and Fire Departments receive annual physical examinations. Each employee is screened for health related issues before hiring. If follow-up is necessary in the areas of obesity, hypertension, hypercholesterolemia, hyperlipidemia or diabetes, the employees are then referred to the registered dietitian and/or athletic trainer for a personalized program.

LifeQuest provides on-site screenings in each department every two years to determine the incidence of hypertension and abnormal blood sugar levels. Follow-up is encouraged when needed following each screening, information is provided through lectures with questions and answers. In addition, employees have access to ongoing communications with the healthcare professionals via telephone, e-mail and our web page.

Expert speakers are invited to participate in our educational programs. Cancer survivors speak on prostate cancer. The Occupational Health Nurses provide blood draws on site for Prostate Specific Antigens (PSA). Employees are followed closely if values are out of range and encouraged to seek medical attention when necessary. Our screenings involve easy access to medical professionals through Employee Health Services and LifeQuest.

Health Behaviors Within The Organization



Cardiovascular disease is the number 1 killer at the City and it's affecting our spouses at an alarming rate. In September 2001 in an effort to begin including spouses in our program, the first annual Women's Extravaganza was held. With funding from the Risk Management Department and Pfizer Pharmaceuticals, over 300 women enjoyed an evening learning about pertinent health issues. Blood sugar screenings, blood pressure screenings, body composition analysis, cholesterol screenings and bone density analysis were available free of charge. Dinner was provided, and after adequate time to partake in the food and screenings, experts in the fields of heart disease, menopause, diet and exercise, and pharmaceuticals provided information based on peer reviewed literature, and answered questions. This event provided LifeQuest with valuable information from the screenings. Out of a possible 300 screenings, 150 women were screened for blood cholesterol; 100 were screened for blood sugar and 80 were screened for bone density. Based on this information, we are organizing another Women's Extravaganza for September 12th, 2002. This event will emphasize the importance of controlling blood pressure. Also, screenings will be provided for bone density.

Heart disease in men is being addressed at the work-sites with ongoing blood pressure, blood sugar, blood cholesterol and body composition screenings. In addition, a newly created program, Heart Disease in Men (HIM) was developed at the request of employees from one of our power plants. Due to the overwhelming incidence of heart disease among co-workers, management has agreed to build a gym at the facility available to all shift workers.

[Large stylized signature or graphic, possibly reading "Quest"]

LifeQuest participates in the annual Heart Walk sponsored by the American Heart Association. Employees are encouraged to bring their families along for the 3 mile walk. Money is raised for research in biomedical engineering and cardiovascular disease and stroke.



Aerobic classes are available throughout the workday at both the City Hall gym and GRU Wellness Center. Club 500 is ongoing for those folks interested in keeping track of their mileage. Our registered dietitian and athletic trainer are available for individual appointments.



Depression is another issue being addressed at the supervisor level. With funding and assistance from Pfizer Pharmaceuticals, the LINK Signs and Symptoms of Depression at Work will be available for upper level management. Employees can partake in counseling services through our Employee Assistance Program. There are three free visits annually in the area of marital/family* drug/alcohol* emotional* Harassment/Abuse* Financial and Work Issues.



Cancer is an area of concern for many employees. Although it ranks lower on our list of claims, it is still of vital importance. Prostate Cancer Awareness was offered to every area of the work force. We were blessed to have Leonard Jackson, Ed.D. a prostate cancer survivor, volunteer to speak to our employees. Presentations were given to the police department during shift changes, fire departments month long training program, and early in the morning before work began to both men and women. Based on these visits, five employees were diagnosed with prostate cancer that was confined to the prostate. Several opted for surgical removal of the prostate, one opted the "wait and see" approach and another chose to have pellets implanted. Because of the positive response by our male employees to the PSA test, Risk Management Department added PSA screenings to the wellness provision package in the insurance program.



Breast cancer is always a concern and, in spite of the fact that it is the third leading cause of death in women, many women rank it as their number one health risk. In an effort to participate in cancer awareness, several employees annually participate in the annual Relay for Life fundraiser. One year our campsites theme, "Rounding Up a Cure" won the Best Campsite Award. Several employees have taken the role of committee chair to facilitate the success of this event. Another Cancer Society Campaign,

the "Tell-A-Friend", involves many of our employees who volunteer to call five friends, family or co-workers to remind them of the importance of annual mammography. A representative from the American Cancer Society is provided booth space, free of charge, at our annual Employee Rally. During this time over 1,000 employees have access to materials, information, free samples and coupons.



Because many of our employees work in the sun, and many spend free time out doors, volunteers from the University of Florida's Dermatology and Skin Cancer Center visit our Employee Health Services Department twice annually. These experts screen employees with a suspicious spot. This event is so popular appointment spots are filled within an hour of making our telephone broadcast. In an effort to reach those who do not sit by a telephone all day, we have a special day reserved just for those departments who are out in the field.



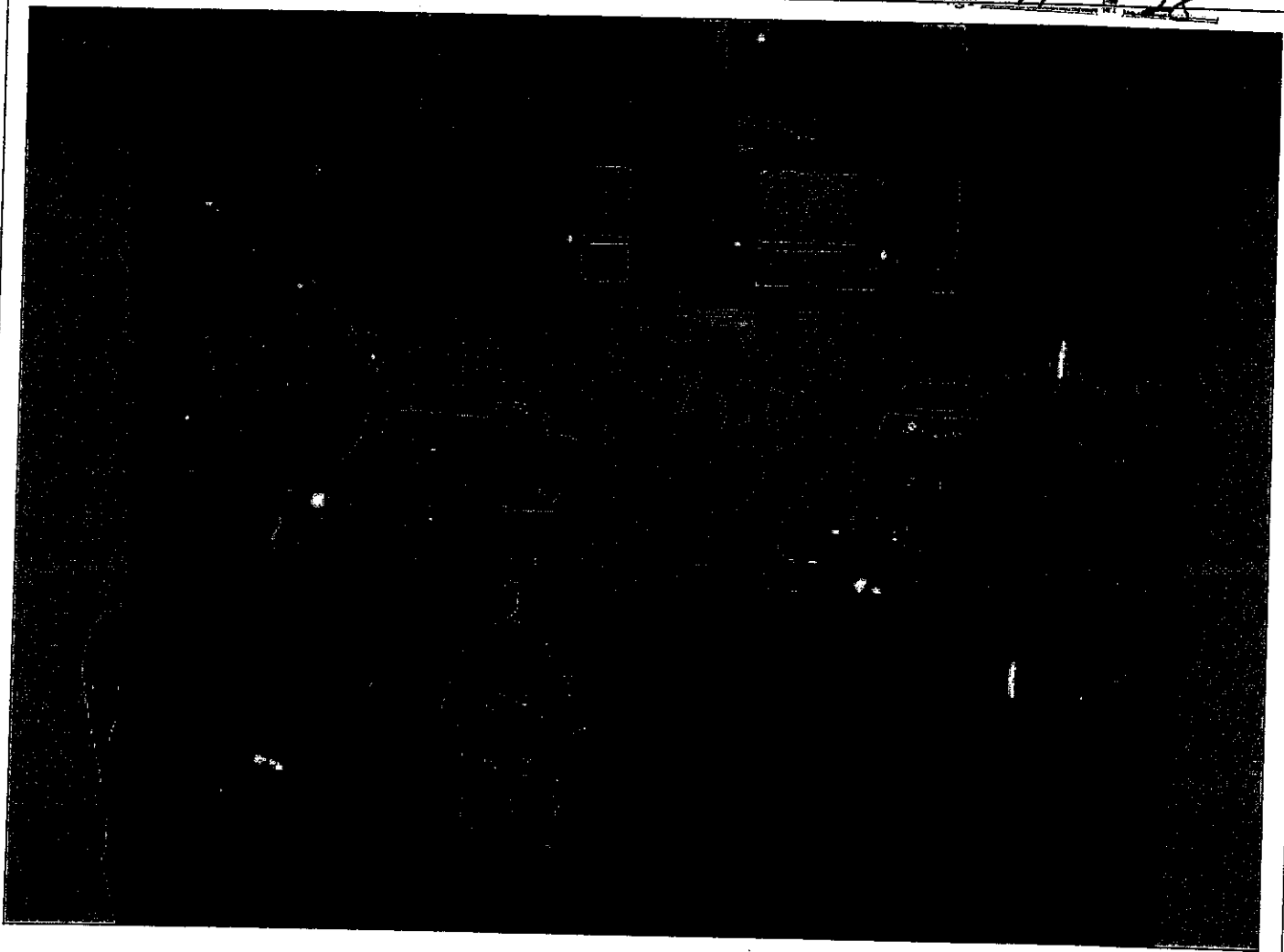
Diabetes, especially type 2, is of epidemic proportions. Screenings are available during business hours every day through Employee Health Services and LifeQuest. Several times throughout the year, employees are encouraged to donate a "drop of blood" and, when necessary, a full fasting profile is recommended. Each year the University of Florida's Diabetes Center of Excellence participates in our Employee Rally. Screenings and information are made available during the event attended by over 1,000 employees.



In an attempt to get a handle on the "Battle of the Bulge", LifeQuest initiated Club 500 in January 2002. These groups of individuals wear a pedometer and each month report their mileage to their team captain. In the spirit of competition, there are two teams – one representing City Government and the other representing Gainesville Regional Utilities. The goal is to walk 500 miles in a year. Each time the team member's mileage matches with the same distance to another city, they receive a token from that city. The team captain post their top five walkers each month and the two teams compete for numbers of miles walked. Within three months of implementation, several employees had successfully walked 500 miles and collectively the entire group walked 25,315 miles. We believe we set the mileage too low.



In addition, there is an ongoing support group of employees fondly known as "The Binge Busters" who meet weekly to encourage others to maintain a healthy weight.



The annual Spring Into Fitness Expo allows employees to purchase exercise equipment and/or memberships at local fitness centers through payroll deduction that is interest free.

Our web site contains heart healthy meal plans to follow, nutrition and fitness information and selected web sites to visit that emphasis health, fitness and nutrition. These web sites have been pre-viewed by our licensed healthcare professionals for their substance and credibility in the industry.



Finally, due to our no smoking policy, we do not have many employees who use tobacco products. For those that do, we have offered smoking cessation classes using volunteers from the local chapter of the American Cancer Society, as well as employees who are former smokers. Unfortunately, the drop out rate is quite high and therefore we have not offered a class in quite some time.

Two of our largest departments, police and fire, have included a prohibition against smoking clause in their hiring contract implemented in 1987.

Most Innovative Approach

One of our most novel goals is to have a gym within walking distance of every City owned facility. We are pleased to have 15 gyms at the time of this application, two currently in the blue print stage to be implemented within the next fiscal year. This leaves only two more facilities needing gyms. All gyms are in the process of meeting American College of Sports Medicine's Standards and Guidelines. We have recently extended usage to spouses at two of our facilities. Each person wanting access must first have an American College of Sports Medicine (ACSM) fitness assessment performed by our certified athletic trainer. Afterwards a fitness program is designed with personal goals of the employee and/or spouse. Security cards are then administered to be used when visiting the assigned gym facility.

Another novel/innovative approach to reduce healthcare dollars is our annual Spring Into Fitness Expo. Introduced in 1993, this event has generated over \$679,415.22 to local fitness and health center vendors. Employees can purchase exercise equipment and/or memberships at local fitness centers through payroll deduction that is interest free. The event is held each March at the Thomas Center.

Making Strategic Health Decisions

The City of Gainesville is self-insured and Blue Cross and Blue Shield provide annual reports indicating where insurance dollars are being spent. Based on this information and our screenings for blood pressure, blood sugar and body composition, programs are developed. In addition, Blue Cross and Blue Shield provide a report on Drug Utilization Analysis which lists drugs being prescribed and the volume utilized. Based on these reports, LifeQuest staff develops the appropriate presentations to help employees understand how life-style changes that include nutrition and fitness can reduce the need for medications and doctor visits. They also encourage those who need to take medication to then take as prescribed.

Addressing At-Risk Populations

Newly hired employees begin their jobs with a health assessment through our Employee Health Services Department. During this evaluation, health related issues are addressed. During new employee orientation, LifeQuest services are explained using a power point presentation which provides testimonials and details the cost savings since implementation. A brochure is provided with telephone numbers and web-page address. Everyone is encouraged to participate in LifeQuest.

Employees are encouraged by supervisors and colleagues to utilize the services and programs offered by LifeQuest such as individual counseling with our registered dietitian and athletic trainer.

Our web-page is continuously updated with information of interest to employees, retirees and their dependants.

Classes and appointments are available to all employees, retirees and dependants for issues relating to stress management, nutrition and fitness.

Keeping Low Risk Populations At Low Risk

ProClub is our incentive program geared towards rewarding employees who are at low-risk. The intention

is to recruit high-risk individuals who through lifestyle changes become low-risk. ProClub reimburses \$100 on insurance claims to those members qualifying for the reward. Points are earned in various categories and then totaled in December. Those individuals qualifying are notified. ProClub is available to both the employee and spouse. Together they can earn points.

Each year the LifeQuest staff selects an employee as the "LifeQuest Athlete of the Year" for their successful effort achieving and maintaining a healthy body weight as indicated by a reduction and/or elimination of certain medications that are life-style related. This special person receives a plaque and a watch. They are given this distinction at the annual Employee Rally. In addition, each department selects a "Departmental Athlete of the Year" by choosing an individual who engages in and exemplifies a healthy life style, does not use tobacco products and actively engages in some form of regular exercise and weight training on a regular basis. These employees receive a Certification of Achievement.

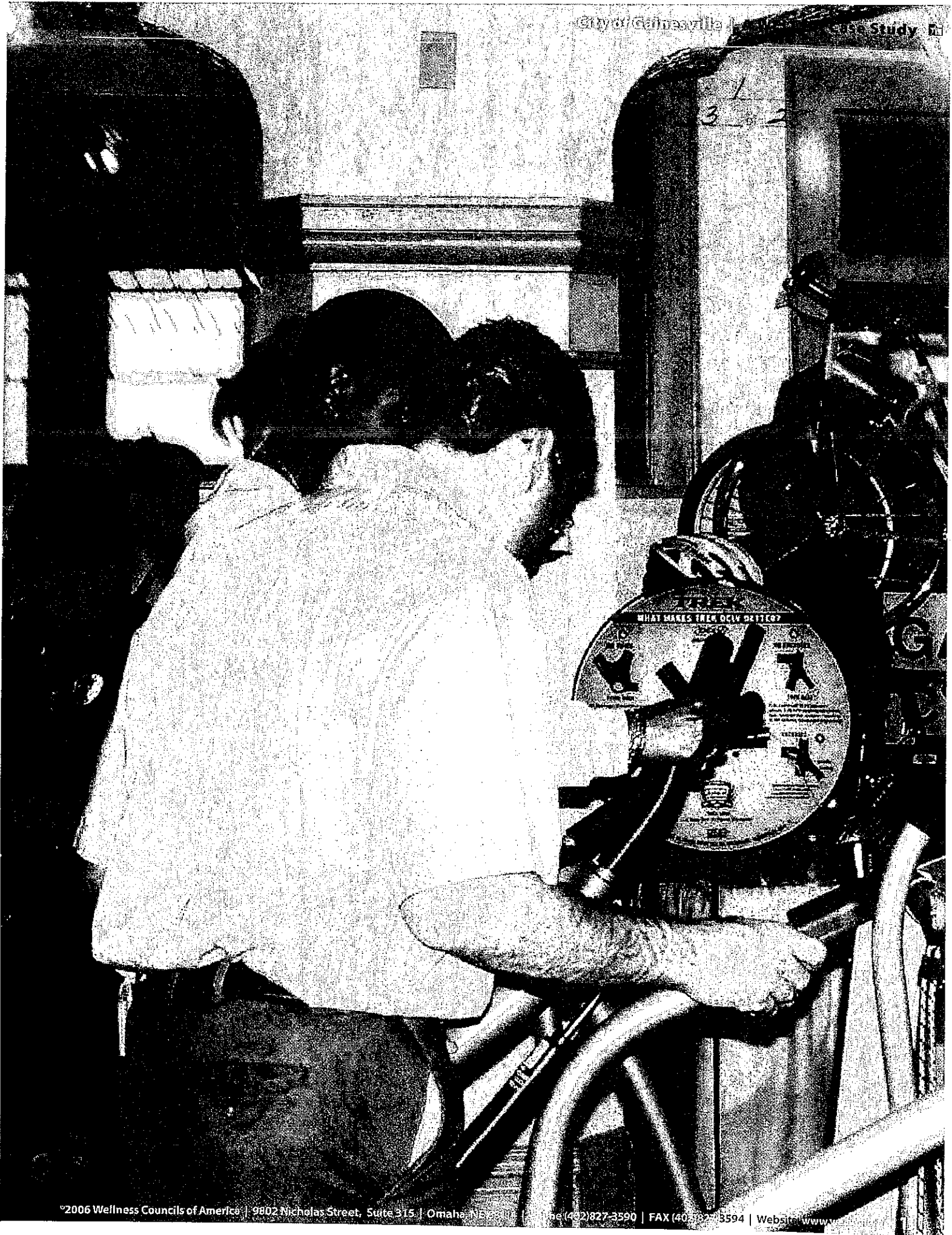
Ensuring The Functionality Of Wellness Initiatives In The Future

The Mission Statement for the Risk Management Department included in their financial and operating plan 2002-2004, and approved by the City Commission: *"The Risk Management Department will identify and analyze the City's exposure to risk, develop innovative and cost-effective programs to manage those risks, as well as provide the most efficient, effective and affordably health care and wellness programs to foster a healthier, more fit lifestyle for City employees, retirees and their families."*

Outlined in the Goals, the report bullets include:

- **Promote employee wellness via LifeQuest**
- **Offer various free health care screenings and classes through the LifeQuest program.**

The services initiative for the Risk Management Department for FY 2002-2004 included language to *"Expand Wellness Center/LifeQuest Availability to Covered Spouses"*. Finally, included in this same report under the Long Range Goals (2-5 years) *"Promote utilization of the wellness programs for containment of workers compensation and health care costs and expand participation in LifeQuest to include retirees and dependants."*



Outcomes

The Impact Of Health Promotion Programs On Health Risks

LifeQuest has successfully increased awareness of the relationship between a healthy lifestyle and reduced healthcare expenditures as illustrated by our insurance premiums. When compared to other municipalities as well as other insurance plans, the City of Gainesville has consistently fallen below the national average since 1995.

In addition to increasing awareness, employees are accessing the services of the Employee Health Services Department for diagnostic testing for blood sugar, blood cholesterol, PSA, and Hepatitis. Blood draws prior to going to the physician and having the results available at the appointment saves time and money by eliminating a return office visit and additional time away from the job.

Pre-employment health exams include blood pressure and pulse, hearing and visual screening, urine and blood draws, history, weight and height prior to seeing the physician which saves time and money.

Fire-rescue personnel and police officers have annual physical assessments which include blood pressure and pulse, hearing and visual screening, urine and blood draws. Our Regional Transit System employees receive the same physical assessments on a biannual basis.

Inoculation for flu, hepatitis and pneumonia are available for both employees, retirees and their dependants free of charge. Employees can stop by Employee Health Services or make arrangements to have our Occupational Health Nurse visit the work sites.

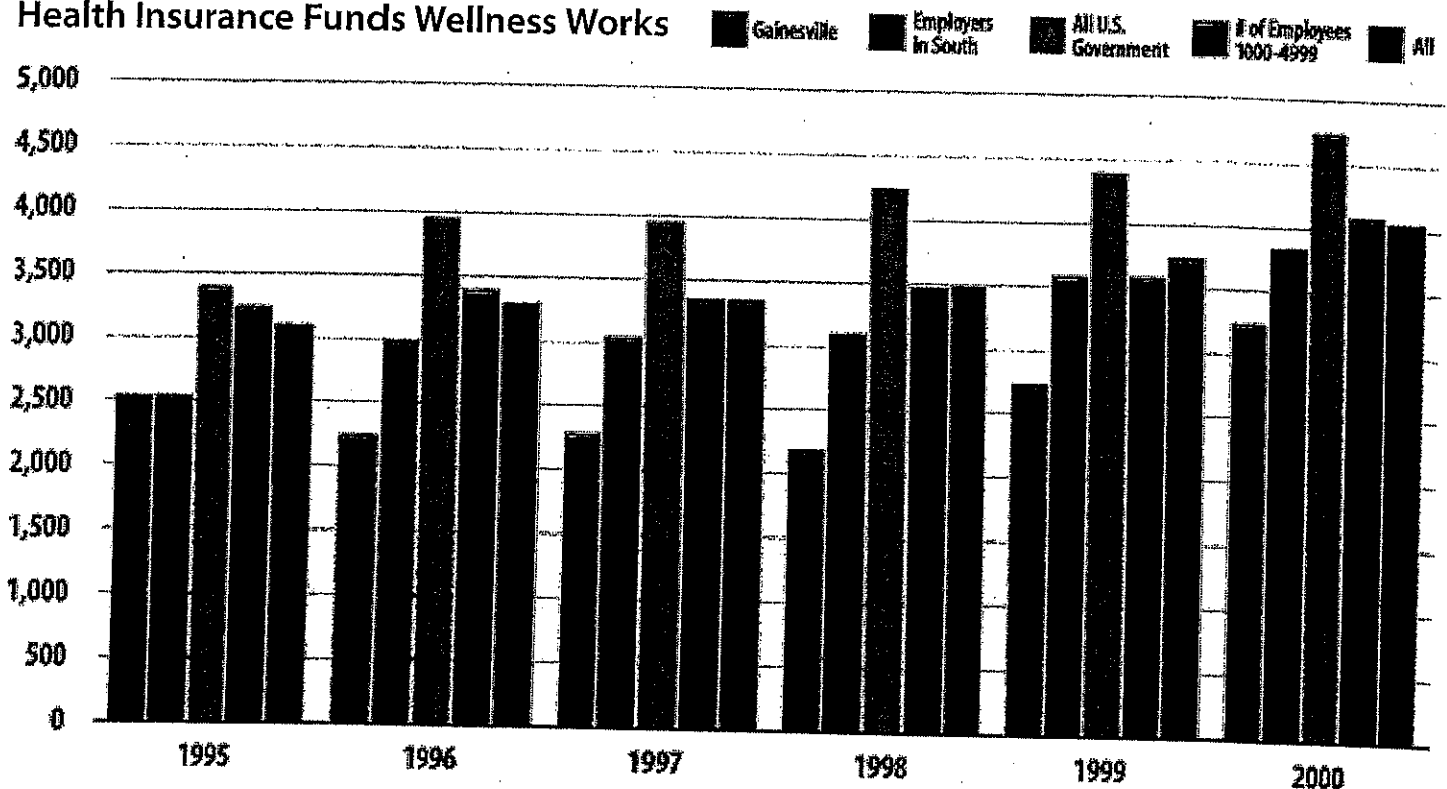
Because our screening activities are ongoing and provide services to both actives and retirees, we have been able to negotiate greatly reduced rates with local labs for hearing, visual blood pressure, diabetes, PSA, cholesterol, cancer testing and numerous other screenings.

Initial and follow up handling of non-critical Workers Compensation cases, including work with doctors and Worker's Compensation Third Party Administrators, help to facilitate return to work.

Initial handling of sick or personal injury for both actives and retirees saves money by precluding unnecessary visits to physicians.

Our safety specialist provides first aid and CPR training of operation personnel in all areas of our organization. This provides onsite employees trained to render care until emergency personnel can respond.

Health Insurance Funds Wellness Works



Mercer, Foster Higgins

The Employee Assistance Program (EAP) is another valuable work life benefit. This program is designed to assist employees and their families who may be having personal problems by providing confidential consultation and referral. This program is provided to all regular employees and their dependants. EAP may assist with problems such as family or marital problems, alcohol or drug abuse, emotional strain, domestic violence, eating disorders, financial problems, harassment issues and other difficulties.

Participating in the EAP does not jeopardize job security. Counseling services are free of charge up to three visits/year. Long-term or recurrent treatment is not provided free of charge, however, a portion of all such therapy may be covered under the City's group benefit plan.

Financial Outcomes As A Result Of Wellness Efforts

As illustrated earlier in this section, the City of Gainesville consistently falls below the national insurance trends when comparing premiums to other employers in the south; to all US Governments; all employers with between 1000 – 4999 employees. This ranks our premiums among the lowest in the nation and we have held this rating since 1995.

Blue Cross/Blue Shield Major Accounts Performance Report

		2000-01	2001-02
PPO/Inpatient Fee			
Digestive System	49.6% reduction	\$4,500/claim	\$2,300/claim
Skin/Subcutaneous	40.0% reduction	\$8,800/claim	\$5,300/claim
Respiratory System	69.1% reduction	\$2,919/claim	\$901/claim
PPO/Outpatient Fee			
Signs/Symptoms	28.8% reduction	\$213/claim	\$152/claim
Skin/Subcutaneous	18.5% reduction	\$381/claim	\$310/claim
Endocrine/Metabolic	40.1% reduction	\$138/claim	\$84/claim
PPO/Professional Fee			
Cardiovascular	26.4% reduction	\$529/claim	\$459/claim
Care Manager/Inpatient Fee			
Respiratory	77.8% reduction	\$8,072/claim	\$1,800/claim
Care Manager/Outpatient Fee			
Circulatory	32.3% reduction	\$638/claim	\$432/claim
	20.0% reduction	25 visits	20 visits
Care Manager/Professional Fee			
Cardiovascular	72% reduction	\$1,317/claim	\$363/claim

In addition, the City offers two health plans: Care Manager and Preferred Patient Options. These two plans were designed to compliment the differences in employee's health care needs. In other words, the healthier employees routinely select participation in Care Manager and those employees needing more extensive utilization of the health plan choose Preferred Patient Options.

Based on our Third Party Administrator's Utilization Report of 2000 – 2002, the City of Gainesville experienced a decline in the utilization of health care in all three categories: Inpatient Facility Fee for Service; Outpatient Facility Fee for Service and Professional Fee for Service. We feel these numbers represent an increased awareness in wellness which results in lower level of intervention, thus saving money.

Advancing The Business Objectives

Combining the services of our Employee Health Services Department with our LifeQuest Wellness Program, the City of Gainesville has been able to maintain a hedge against medical care costs through awareness, early detection and motivating employees to take charge of their health. The City has witnessed a return on investment by successfully maintaining insurance premiums below the national average. This advantage assists with recruitment and retention of employees and enhances our overall compensation package and productivity.

Our Certified Athletic Trainer is available to assist when physical therapy is no longer necessary. Our fitness center at City Hall located next to our Employee Health Services Department offers convenient care for employees as they re-condition themselves from an injury. This hands-on care helps get the employee to return to work in good to excellent physical condition. In addition, the added value of this service saved our health plan between \$16,750-\$21,960 in 2001-2002 in physical fitness assessments, injury assessments and reconditioning sessions.

Our Registered Dietitian works with employees individually and/or in-groups to assist in areas of weight control, diabetes, hypertension, and hypercholesterolemia. All employees, retirees and their dependants have access to this benefit via office appointments or Internet. The savings to our health plan for dietary consults in 2002 was \$42,700. The coordination of the wellness program is the secondary responsibility of the dietitian and saves the health plan an additional \$50,000/year.

Gainesville's Wellness Services Improve Health And Save Money

Cost Savings Of Wellness Intervention:

PROSTATE CANCER

In Florida, prostate cancer rates of incidence and mortality are higher for black men than white men. This is consistent across all ages. For many, the disease shows no symptoms until the cancer has spread to other organ systems.

According to the Florida Cancer Data System, 440 black males and 457 white males out of every 100,000 were diagnosed with prostate cancer between 1990-1996. Early detection is critical to reduce the number of fatalities...

SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Approximately 1000 employees
INTERVENTION	Prostate cancer survivor shared experience with diagnosis, surgery and long-term recovery. Employees were provided PSA screenings
HEALTH OUTCOME	150 employees volunteered to have PSA blood test 5 employees diagnosed with prostate cancer confined to prostate.
RESOURCES SAVED	Reduced need for long-term hospitalization and rehabilitation Reduced need for chemotherapy, radiation therapy and physical therapy
INTERVENTION COST	\$0 cost to our health plan. \$15 out of pocket for blood test paid by employees
INTERVENTION BENEFIT	\$18,135.50 SAVINGS TO OUR HEALTH PLAN for physician visits \$3,241.50 SAVINGS TO OUR HEALTH PLAN for PSA tests
TOTAL: \$21,377.00	

Although we were unable to determine the cost savings of finding 5 employees with prostate cancer confined to the prostate verses finding the cancer had metastasized to other organ systems, it stands to reason that there was a considerable savings to the health plan by early intervention and awareness.

Reference: Blue Cross and Blue Shield, Gainesville, Florida

WOMEN'S EXTRAVAGANZA 2001

The City of Gainesville's health insurance claims revealed that the average claims cost per year for children was \$925; active employees was \$1,800; retired employees was \$2,500 and spouses was \$3,100. The need for more intervention to spouses and retirees is evident.

The Women's Extravaganza was LifeQuest's first attempt to reach out and educate spouses. The number one killer of women is cardiovascular disease. Approximately 44% of annual female deaths are caused by cardiovascular disease.

CLIENT	City of Gainesville LifeQuest Wellness Program
PROBLEM	Insurance claims reveal spouses and retirees have highest claims with heart disease at the top
INTERVENTION	Evening dedicated to educating and providing free screenings 300 women participated 90 received blood sugar screenings 130 received blood pressure screening 150 received blood cholesterol screenings 80 received osteoporosis screenings
MEASURABLE OUTCOME	No abnormal blood sugars 50% had elevated blood pressures 51% had elevated blood cholesterol values 10% had osteopenia 18% had osteoporosis
RESOURCES SAVE	Reduced need for physician visits Reduced need for unnecessary medications Reduced risk for long term health problems relating to cardiovascular disease, diabetes and osteoporosis
INTERVENTION COST	\$15,000 funded by Pfizer Pharmaceuticals \$3,000 provided by Risk Management
INTERVENTION BENEFIT	\$9,990 SAVINGS TO HEALTH PLAN - DIABETES \$6,630 - \$15,730 SAVINGS TO HEALTH PLAN - BP \$7,650 - \$18,150 SAVINGS TO HEALTH PLAN - CHOL \$4,080 - \$9,600 SAVINGS TO HEALTH PLAN - OSTEO \$11,360 SAVINGS TO HEALTH PLAN FOR BONE SCAN TOTAL: \$25,710 - \$64,830

****Potential long term savings to health plan based on national statistics:**

- ♦ Cardiovascular disease in women @\$6,700/year under the age of 64 to \$30,700/year over the age of 65
- ♦ Diabetes @\$5,550/year under the age of 64 to \$25,000/year over the age of 65
- ♦ Osteoporosis @\$29,400/year regardless of age.

References: Blue Cross and Blue Shield, Gainesville, Florida; Analysis Group/Economics in Boston



OSTEOPOROSIS

Osteoporosis is a gradual thinning and weakening of bones, which can lead to bone fractures. Over 28 million Americans, 80% of whom are women, have or are at risk of developing this condition. Osteoporosis is often referred to as a "silent killer" since many are likely to find out they have it after suffering a painful bone fracture.

Osteopenia is the beginning of Osteoporosis. Osteopenia can be reversed in most cases with diet and exercise and, therefore, Osteoporosis can be prevented IF diagnosed in the early stages.

SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Local 2157 - Gainesville Fire Rescue 27 members (20 males/7 females)
INTERVENTION	2 hour lecture on Osteoporosis 1 hour for each DEXA screening
HEALTH OUTCOME	5 males diagnosed with Osteopenia Reduced need for hospitalization for hip fracture/replacement Reduced need for physical therapy, medications, early retirement and nursing home care
RESOURCES SAVED	Medical intervention to treat Osteoporosis
INTERVENTION COST	\$5,000 from Risk Management
INTERVENTION BENEFIT	\$1,387.53 - \$3,264.03 savings to our health plan for physician visits \$3,835.35 savings to our health plan for DEXA scans

****Potential long term savings to our health plan based on national average cost/person with osteoporosis each year @ \$29,400 = \$147,00/year**

*****Based on this pilot study, the entire department could save our health plan \$735,000/year.**

References: Blue Cross and Blue Shield of Gainesville, Florida

American Academy of Orthopaedic Surgeons/American Association of Orthopaedic Surgeons:

Position Statement: Hip Fracture in Seniors: A Call for Health System Reform

SKIN CANCER

Half of all new cancers are skin cancers, according to the American Cancer Society. More than one million new cases of skin cancer will be diagnosed in the United States this year. That includes basal cell carcinoma and squamous cell carcinoma, the most common skin cancers, and melanoma, which – although the rarest skin cancer – is also the deadliest.

SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Approximately 1800 employees
INTERVENTION	120 employees were screened due to time constraints
HEALTH OUTCOME	5 employees were diagnosed with skin cancer – all were encouraged to seek a second opinion One employee was diagnosed with melanoma and told to get another opinion within 48 hours and to contact Employee Health Services if he was unable to arrange.
RESOURCES SAVED	Lives and limbs Reduced need for extensive surgery, hospitalization and repeated visits to plastic surgeons
INTERVENTION COST	\$0
INTERVENTION BENEFIT	\$10,800 based on the limited number of employees screened Monetary value hard to tally for those diagnosed with skin cancer. Early intervention costs range \$700 - \$1500 for each surgical removal of cancer.
TOTAL BENEFIT	\$10,800

Reference: Skin Cancer Center- University of Florida, Gainesville, Florida

DIABETES - TYPE 2

Currently there are approximately 18 million Americans with diabetes. Only 5% have type 1 which requires insulin injection for life. The remaining 95% have type 2 and only half have been diagnosed. Of the 95% with type 2 diabetes, 80% are too fat and need to change their lifestyles in lieu of going on medications. Unfortunately, type 2 diabetes can go undiagnosed for almost 15 years. The projected cost to the healthcare system in the United States is \$44 billion to \$98 billion a year.

SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Water/Waste Water Department
INTERVENTION	250 male employees attended 9-hour diabetes class Blood sugar screenings were offered at no cost 125 volunteers participated
HEALTH OUTCOME	11 were found to have abnormal blood sugars Reduced complications from long term elevated blood sugars including: blindness, amputations, stroke, impotence, cardiovascular disease, renal failure
RESOURCES SAVED	Long term complications
INTERVENTION COST	\$0
INTERVENTION BENEFIT	Total savings: \$13,750 to health plan for physician visits and blood test Potential savings to plan: \$60,500

SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Employees from Streets, Parks & Recreation
INTERVENTION	125 male employees attended training on Diabetes. Blood sugar screenings were offered at no cost 63 male volunteers participated 9 were found to have abnormal blood sugar readings
HEALTH OUTCOME	Early screening for type 2 Diabetes Reduced complications from long term elevated blood sugars include: blindness, amputations, stroke, renal failure, impotence and cardiovascular disease
RESOURCES SAVED	Lives and limbs need for medications
INTERVENTION COST	\$0
INTERVENTION BENEFIT	Total savings: \$6,993 to our health plan Potential savings to health plan: \$49,950

SITE	City of Gainesville
CLIENT	1800 employees during Open Enrollment 2002
INTERVENTION	Approximately 800 employees participated in diabetes screenings Approximately 60 had abnormal blood sugar readings Each encouraged to seek another random test Those with extremely high (>200) blood sugars were encouraged to see their physician
HEALTH OUTCOME	Early detection of abnormal blood sugars Reduced complications from long term elevated blood sugars including: blindness, amputations, stroke, renal failure, impotence and cardiovascular disease
RESOURCES SAVED	Long term complications Medications and hospitalizations
INTERVENTION COST	\$0
INTERVENTION BENEFIT	Total savings: \$52,800 to health plan for physician visit and random blood sugar test Potential long term savings: \$333,000/year

References: Blue Cross and Blue Shield, Gainesville, Florida; Analysis Group/Economics in Boston

NUTRITION IN PREVENTIVE CARE

These case studies represent selected employees who participated in individual counseling through the City of Gainesville's wellness program, LifeQuest.

The goals of preventive care are to keep people healthy, to reduce the incidence and severity of preventable disease, to improve health and quality of life, and to reduce total medical cost, particularly costs for hospitalization and extended care.

SITE	City of Gainesville LifeQuest nutritional program
CLIENT	40 year-old white female with hypertension and morbid obesity
RO INTERVENTION	Individualized treatment: 5 visits
HEALTH OUTCOME	Weight reduction from 300 pounds to 230 pounds Lowered blood pressure
RESOURCES SAVED	Potential lifetime need for hypertension lowering medications
INTERVENTION COST	\$150.00
INTERVENTION BENEFIT	\$10,000 for physician's visits for monitoring \$19,504 for medications for client's lifetime
SITE	City of Gainesville LifeQuest nutritional program
CLIENT	37 year-old white female with irritable bowel syndrome
RO INTERVENTION	Individualized treatment: 5 visits
HEALTH OUTCOME	Improved control of digestive functions. Reduced number of visits to physicians and need for medication
RESOURCES SAVED	Medications to control irritable bowel syndrome
INTERVENTION COST	\$150.00
INTERVENTION BENEFIT	\$9,400 for physician's visits for monitoring \$23,000 for medications for client's lifetime
SITE	City of Gainesville LifeQuest nutritional program
CLIENT	37 year-old white male with hypertension and morbid obesity
RO INTERVENTION	Individualized treatment: 9 visits
HEALTH OUTCOME	Weight reduction from 317 pounds to 254 pounds Blood pressure lowered from 150/90 to 140/90
RESOURCES SAVED	Potential lifetime need for hypertension lowering medications
INTERVENTION COST	\$270.00
INTERVENTION BENEFIT	\$9,000 for physician's visits for monitoring \$16,848 for medications for client's lifetime
SITE	City of Gainesville LifeQuest nutritional program
CLIENT	34 year-old black female with morbid obesity and a strong family history of obesity, diabetes, and hypertension. Twin brother morbidly obese and on blood pressure lowering medications.
RO INTERVENTION	Individualized treatment: 23 visits
HEALTH OUTCOME	Weight reduction from 256 pounds to 197 pounds.
RESOURCES SAVED	Potential lifetime use of insulin and blood pressure lowering medications
INTERVENTION COST	\$690.00
INTERVENTION BENEFIT	\$11,250 for physician's visits for monitoring \$362,070 for insulin for client's lifetime \$21,387 for hypertension medications for client's lifetime

(Continued on page 21)

SITE	City of Gainesville LifeQuest nutritional program
CLIENT	25 year-old white female with hypercholesterolemia
RD INTERVENTION	Individualized treatment: 5 visits
HEALTH OUTCOME	Weight reduction from 128 pounds to 115 pounds Reduced cholesterol from 246 mg/dl to 194 mg/dl Triglycerides remained at 80 mg/dl
RESOURCES SAVED	Potential lifetime need for cholesterol lowering medications
INTERVENTION COST	\$150.00
INTERVENTION BENEFIT	\$13,500 for physician's visits for monitoring \$30,000 for medications following menopause for client's lifetime

SITE	City of Gainesville LifeQuest nutritional program
CLIENT	43 year-old white male with hypercholesterolemia, a strong family history of heart disease and diabetes
RD INTERVENTION	Individualized treatment: 2 visits
HEALTH OUTCOME	Weight reduction from 227 pounds to 203 pounds Reduced cholesterol from 341 mg/dl to 287 mg/dl Triglycerides reduced from 353 mg/dl to 178 mg/dl HDL elevated from 39 mg/dl to 41 mg/dl
RESOURCES SAVED	Reduced need for cholesterol lowering medications and insulin
INTERVENTION COST	\$60.00
INTERVENTION BENEFIT	\$7,500 for physician's visits for monitoring \$33,060 for cholesterol lowering medications for client's lifetime \$241,380 for insulin for client's lifetime

SITE	City of Gainesville LifeQuest nutritional program
CLIENT	45 year-old white male with hypercholesterolemia
RD INTERVENTION	Individualized treatment: 5 visits
HEALTH OUTCOME	Weight reduction from 193 pounds to 230 pounds Reduced cholesterol from 233 mg/dl to 207 mg/dl HDL elevated from 39 mg/dl to 44 mg/dl
RESOURCES SAVED	Potential lifetime need for hypertension lowering medications
INTERVENTION COST	\$150.00
INTERVENTION BENEFIT	\$7,000 for physician's visits for monitoring \$33,856 for medications for client's lifetime

SITE	City of Gainesville LifeQuest nutritional program
CLIENT	50 year-old black male with severe, obstructive sleep apnea due to morbid obesity: required sleep monitor.
RD INTERVENTION	Individualized treatment: 5 visits
HEALTH OUTCOME	Weight reduction and cessation of sleep apnea
RESOURCES SAVED	Eliminate need for sleep monitor
INTERVENTION COST	\$150.00
INTERVENTION BENEFIT	\$123,678 cost of sleep monitor for lifetime

THE CITY OF GAINESVILLE SPENT:
Nutrition Intervention: **\$1,700.00**

THE CITY OF GAINESVILLE SAVED:
Physicians' Visits: **\$67,650.00** (1,691.25 per year)
Medications: **\$904,783.00** (22,619.58 per year)
TOTAL: **\$972,433.00** (\$24,310.83 per year)
550% RETURN ON INVESTMENT

Lessons Learned

Real Life Lessons Learned

The wellness movement wasn't new to members of Local 2157 of the Gainesville Fire-Rescue Department in 1992. In fact, there were four previous attempts to motivate the Local to become more fitness minded, all of which lasted a short period of time. What made LifeQuest so successful with this department was the individualized approach offered by professionals with real-life experiences. Each member was given attention to his or her personal needs. Combining the skills necessary to successfully combat a live burn and that of their medical needs was the key to success. Once the Union bought in to the idea it spread throughout the City. Other members of other Unions took notice. Upper management was already on board due to the steady increase in insurance premiums. Having Union support was, and is still, essential to success.

Visiting employees at their worksites exemplifies the support from both labor and management. An open door policy for the wellness staff is necessary to get the job done in a timely fashion. Flexible hours and being available on weekends is critical to reach those individuals who work odd hours and days. This illustrates to the employees that their health is important to all concerned.

Recognition to those employees who demonstrate a willingness to try to change unhealthy habits is necessary to encourage folks to work towards something positive. Our annual Departmental Athlete of the Year and our LifeQuest Athlete of the Year awards are part of the ongoing support from management that demonstrate that, together, labor and management can agree on something so vitally important to the success of any business.

Learning Opportunities

One of the most humbling experiences the LifeQuest staff witnessed was while gathering surveys from employees for the Wellness Council of America's Gold Medal Application. Wanting to survey all areas of the City, we saw folks in one of our departments helping those folks who couldn't read or write well answer the questions. This clearly demonstrated the enthusiasm of fellow employees to help others learn more about the importance of a healthy lifestyle.

Following an in-service on prostate cancer, several employees took charge of their own health and immediately made a visit to our Employee Health Service Department to have a PSA blood draw. Five employees had increased PSA that warranted medical attention. The

following year, Risk Management added this screening to the "Well Man" section of the insurance program.

During our first annual Women's Extravaganza held in 2001 we learned that the women were not concerned about high blood pressure readings. They were very unconcerned about the impact on their long-term health. This was most shocking. In addition, we found 10% of those screened with osteoporosis and 20% screened with osteopenia. Our concern was the obvious misunderstanding of the real concerns about these women's health in later years, specifically heart disease and osteoporosis.

Several years ago one of our department supervisors wanted to allow her staff time to go to the gym and/or walk during their breaks. At that time employees were allowed two – fifteen minute breaks. She was successful in convincing her assistant general manager to allow her staff to combine these breaks into one thirty-minute break which now makes exercise an on-going part of the culture in her department.

Recommendations For Other Practitioners

Wellness works, no doubt. Successful wellness programs have support from the very top on down the ranks. Coordination between Risk Management, Employee Health Services and LifeQuest provides the team with representatives from various disciplines. Together, the knowledge base from each area provides excellent resources for a successful wellness program. The wellness team needs to be experienced and trustworthy. Health is a very personal matter and one mistake can ruin a very good program. Each employee should be treated individually and comprehensively. The entire wellness team needs to respect the wishes of the employee with the rules and regulations of the employer. Group cooperation will flourish when this is accomplished.

Labor and Management must both agree of the wellness coordinator. This may best be accomplished by using an outside consultant. Employees will know that this person is unbiased and that they are not working for either side but for all sides.

Each department has their own needs. Staying within the time limit requested and delivering your message so that the audience can understand is crucial. Visiting the department before giving a talk or providing screenings so you can talking with employees to find out how "the family" is doing and learning ahead of time what their issues are.

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Vision For Health In The New Millennium

Attachment # 1
Page 24 of 28

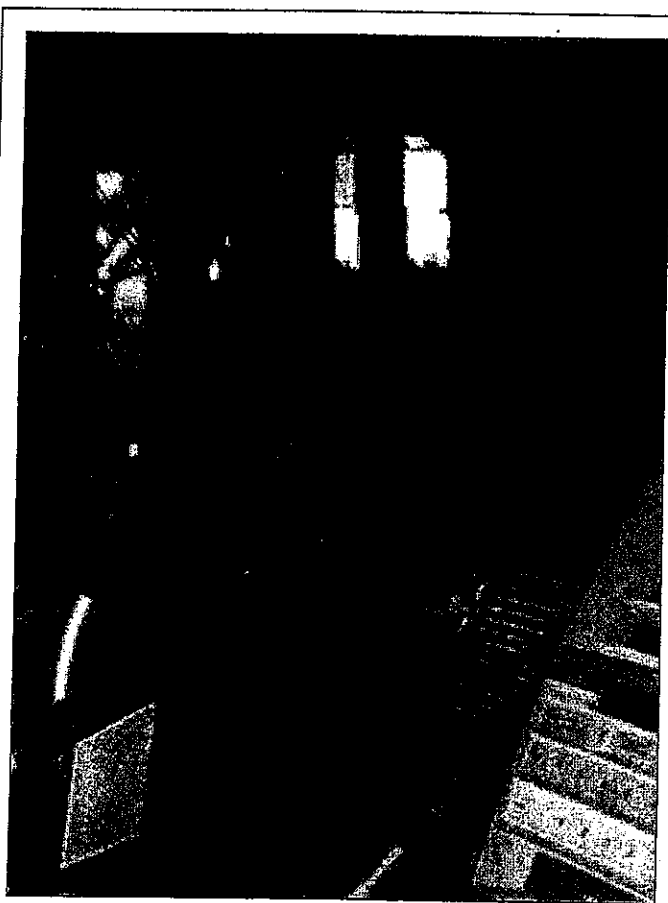
Organization's Intent for Protecting Employee Health And Well-Being

The Risk Management Department, in conjunction with LifeQuest, will identify and analyze the City's exposure to risk, develop innovative and cost-effective programs to manage those risks as well as provide the most efficient, effective and affordable health care and wellness programs in order to foster a healthier, more fit lifestyle for City employees, retirees and their families.

The BHAGS That Drive Our Efforts

Currently there are two BHAGS that will drive the company's efforts as we enter the new millennium.

1 The first is to have an ACSM qualified fitness center within walking distance of every City owned facility. To-date, we have 15 such facilities in operation. In the next fiscal year we plan to open two more fitness centers, leaving only two more required to accomplish our goal.



One of our most novel goals for the City of Gainesville is to have a gym within walking distance of every City owned facility.

In addition, we will be expanding our internship program by offering two internships for certified athletic trainers from the University of Florida's College of Health and Human Performance. Because of the increase in demand for our staff in our fitness centers, we will need more personnel to provide fitness assessments, seminars and workout programs.

There are several employees who have had a personal interest in the fitness centers for many years, although they have no formal education or certification. In a effort to express our appreciation for their ongoing recruitment and enthusiasm, we will be offering them a certification program through the College of Health & Human Performance. This program will be paid for by Risk Management and include a four-day course on evidence-based research regarding fitness and nutrition. Each department will be asked to pay these selected employees to attend. Departments to be included in this effort are fire, police, RTS, water/wastewater, streets and parks. Those employees who participate will receive a certificate of participation which will help in our efforts to get the correct information to our employees, retirees and dependants.

Centers currently in operation:

- LifeQuest @ City Hall
- LifeQuest @ GRU Wellness Center
- LifeQuest @ Springhill
- LifeQuest @ Gainesville Police Department
- LifeQuest @ Gainesville Fire Rescue (includes 7 fire stations)
- LifeQuest @ Main Street Water Reclamation Center
- LifeQuest @ Murphree Water Plant
- LifeQuest @ Kanapaha Water Treatment Center
- LifeQuest @ Martin Luther King, Jr. Recreation Center

Those fitness centers to be opened in 2002-2003 include:

- LifeQuest @ Deerhaven Power Plant
- LifeQuest @ 39th Avenue Compound

Those fitness centers to be opened at a later date include:

- LifeQuest @ Regional Transit Center
- LifeQuest @ GRU Com Center on 53rd Avenue

The Resources Allocated To Accomplish The Objectives

Because of the ongoing commitment by the City to expand, modernize and maintain their exercise equipment, a cost-efficient relationship has developed with a company that sells nationally. The City has contracted to purchase re-possessed equipment in excellent-to-new condition for approximately 30 cents on the dollar. This allows all fitness centers to enjoy the same state-of-the-art atmosphere. The message is that management is paying attention to the details.

Each year LifeQuest allocates \$10,000 for this effort. Each department is asked to chip in half of the expense to maintain and/or purchase new equipment. The combined effort on the part of management and labor makes for successful utilization of the fitness centers.

Currently, the Risk Management Department provides funding for one certified athletic trainer for a total of 20 hours/week. This position will be changed to include two internships for a total of 26 hours/week.

Outcomes That Will Be Achieved And How The Company Will Declare Victory

Expanding utilization of the fitness centers to retirees and dependants will be measured by the number of fitness assessments performed by our certified athletic trainers. Currently, security cards are necessary to access several fitness centers. These cards expire in two years. Security cards that have to be re-issued will be another effort to measure outcomes. In addition, the security cards provide information about traffic flow and hours of utilization for each center.

This provides accurate information about the "personality" of the respective centers so that LifeQuest staff can offer support and supervision. Finally, research shows that fit employees do not cost the health care system as those unfit. We will be able to compare those claims by employees who engage in regular exercise against those who do not engage in any exercise to better evaluate cost-effectiveness.

2 The second BHAGS, and probably the most cost effective plan is to implement a Telemedicine Program through the Employee Health Services. Because of innovations in computing and telecommunications technology, many elements of medical practice can be accomplished when the patient and health

care provider are geographically separated. The separation for this application is "across town". Broadly defined, telemedicine is the transfer of electronic medical data (i.e., high resolution images, sounds, live video and patient records). Currently, there are mandatory annual physical examinations for the police and fire departments. These total approximately 400 visits to the physician's office, trips to the laboratory for blood draws, and an additional appointment for EKG's when necessary. It is estimated that about 4.25 hours is spent per employee to gather all the needed tests and the physician's visit. This figure includes travel to and from each appointment(s) as well as waiting-room time. This can be a drain on both the employee and their departments who are left with finding adequate coverage. In addition, our Regional Transit employees have mandatory physicals every two years with the same amount of effort involved as police and fire departments.

Telemedicine can streamline the amount of time away from the job. In addition, Telemedicine can be used for skin cancer screenings and in the future for home care for diabetes. The potential is unlimited.

The Resources Allocated To Accomplish The Objectives

LifeQuest is applying for a grant to begin this project. The cost is not prohibitive as optical fiber cables are already installed in every building receiving power across the City. Access to the technology needed currently includes two televisions – one at the satellite physician's office and the other at Employee Health Services. The cost is estimated to be \$50,000.

For the last ten years, employees have been able to purchase computer software through payroll deduction. This popular option will allow employees to participate in Telemedicine from their homes, specifically through interactive web sites.

Outcomes That Will Be Achieved And How The Company Will Declare Victory

ANNUAL PHYSICALS

Due to the streamlining of employee time away from work to accomplish the mandatory annual physicals, departments will feel the impact in their overtime budgets. Less time will be spent paying for adequate coverage while employees are out taking care of their health. The potential savings here is estimated at least \$24,000/year within police and fire departments and at least \$10,200/

year in RTS department. The convenience of telemedicine should increase employee participation and satisfaction.

SKIN CANCER SCREENINGS

When using telemedicine for skin cancer screenings, the potential savings would approximate \$90,000/year to the Risk Management budget which ultimately influences insurance premiums. This figure is based on current screenings mentioned earlier in this application. Due to this streamlining, we can screen many more employees and record through photography suspicious spots year after year and record the photos for future reference.

DIABETES SCREENINGS

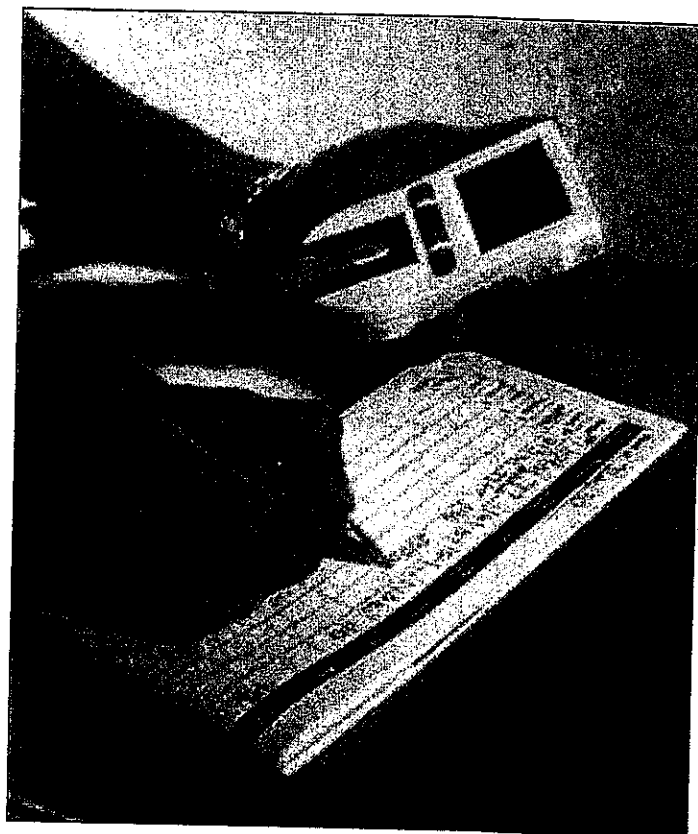
In the United States there are over 18 million people with diabetes. Approximately 95% have type 2 and only half are aware of the problem.

The Diabetes Complications and Control Trails (DCCT) and the United Kingdom Prospective Diabetes Study (UKPDS) revolutionized the way diabetes has been managed since the early 90's. "Intensive therapy" involves frequent blood sugar testing, shots and understanding the relationship between nutrition, exercise and blood sugar levels. The ultimate goal is a hemoglobin A1C value of 7. Both studies showed a statistically significant reduction in retinopathy by 76%; nephropathy by 54% and neuropathy by 60%. In addition, "Intensive therapy" results in additional complication-free years: peripheral retinopathy by 4.7 years; blindness by 7.7 years; end-stage renal disease by 5.8 years; neuropathy by 10.9 years; lower extremity amputation by 5.6 years. The cost savings from early detection and treatment is millions annually.

Intensive therapy involves a taxing and invasive regimen of insulin injections, blood glucose testing and monitoring of diet and activity. Quarterly visits to physicians are the standard of care and these visits disrupt work schedules. Frequent contact with health care providers has been proven to improve blood glucose control, reduce stress and the costly complications of diabetes. Telemedicine will help facilitate care in the management of diabetes.

Based on our insurance data, heart disease is the most costly disease. Because the American Heart Association has recognized diabetes as a co-morbid condition to heart disease, the City has aggressively screened employees and can confidently report that, of those screened, 10% show abnormal blood sugar levels and are referred to their physicians for follow-up.

Telemedicine can help with the management of these individuals through three venues: (1) Web-based education and treatment monitoring by our registered nurses, registered dietitian and certified athletic trainer. (2) Remote videoconference with a diabetes specialist and Employee Health Services (3) Home videoconferencing family therapy and counseling programs with our registered nurse, registered dietitian and certified athletic trainer. The goal is that "Intensive therapy" will be convenient for the employee and their family. This will ultimately reduce the patient's hemoglobin A1C which will result in reduced sick days as well as save healthcare dollars as indicated by research studies. The estimated savings without complications, based on our current screening program, is \$270,000/annually. ☆



David Hunnicutt, PhD | President, WELCOA

If you have questions or comments concerning this case study, please contact Dr. David Hunnicutt, President of the Wellness Councils of America. WELCOA is one of the nation's premier resources for workplace wellness. Dr. Hunnicutt can be reached at dhunnicutt@welcoa.org or by visiting WELCOA's website at www.welcoa.org. This case study was originally submitted in (DATE) and was released in (DATE).

Attachment # 1
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About The Wellness Council of America [WELCOA]



Based in Omaha, Nebraska, WELCOA was founded in 1987 as a national non-profit membership organization dedicated to promoting healthier life styles for all Americans, especially through health promotion initiatives at the worksite. Organizationally, WELCOA serves as an umbrella, linking communities and coalitions together into a supportive network that includes locally affiliated Wellness Councils, Well City initiatives, Well Workplaces, and individual and corporate members throughout the United States.

Working Well — Specifically, WELCOA focuses on building Well Workplaces—organizations that are dedicated to the health of their employees. The Well Workplace process provides business leaders and members with a structure or blue print to help their organizations build results-oriented wellness programs. Ultimately these programs help employees make better lifestyle choices, and positively impact the organization's bottom line. To date, over 700 companies have received the prestigious Well Workplace award. In addition, eight cities have been designated as Well Cities—Jacksonville, FL; Omaha, NE; Chattanooga, TN; Hobart, IN; Lincoln, NE; Kearney, NE; Kanawha Valley, WV; and Gainesville, FL and Bangor, ME—while several other cities have made the commitment to join this exclusive group.

Leading Edge Wellness Information — In addition to helping organizations build structurally sound wellness programs, WELCOA serves as a national clearinghouse and information center on worksite wellness. WELCOA responds to thousands of requests for information and materials by publishing a number of source books, a monthly newsletter read by approximately three million readers, an extensive line of brochures, as well as conducting numerous training seminars.

Wellness Council of America [WELCOA]

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Salary Study "Wellness Coordinator"

Employer	Position Title	Qualifications	Salary Range
City of Gainesville	Life Quest Coordinator	Bachelors Degree in Exercise Physiology, Exercise Program Development or health-related field; 3 years of clinical experience in health management, wellness programs or related field.	\$40,589 - \$56,824
Collier County	Wellness Programs Manager	Bachelors Degree in Nursing or related medical or health field; 5 years of experience performing occupational nursing or wellness-related programs.	\$55,795 - \$82,051
Pinellas County	Health and Wellness Specialist	Bachelors Degree in Health Education, Human Resources or related field; 4 years of professional experience in health and wellness disciplines, benefits or clinical outreach.	\$48,332 - \$72,498
Volusia County	Wellness Coordinator	Bachelors Degree in Health Education, Human Resources, Health and Human Services or related field; 2 years of professional experience in human resources or wellness programs.	\$34,329 - \$54,068
Salary.com	Average salary range of jobs with related titles to "Wellness Coordinator" in Florida	Bachelors Degree in Human Resources, Health Education, Health and Human Services, Exercise Physiology or related field; 3 years experience in wellness programs or related fields.	\$44,000 - \$48,000

** Averaged Salary Range from 5 data points = \$44,609 - \$62,688

Attachment #

2

Wellness Wizard®

Determine Your Employee Health Risks, Costs, and Savings

Calculated for (fill in company name)

June 29, 2008



Note: The Wellness Wizard® may only be used for internal use within the recipients company for its own employees. It may not be used for marketing purposes. It may not be forwarded to or used by anyone outside of your company without the written permission of the American Institute for Preventive Medicine.



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How the Wellness Wizard® Works

The **Wellness Wizard®: Determine Your Employee Health Risks, Costs and Savings** was developed to help a company learn how many of its employees have health risks and to quantify the cost associated with those risks. This can help an employer decide which wellness programs can improve the health of its employees and reduce the company's health care costs.

Percent at Risk Data

The **Wellness Wizard®** uses surveillance data from the U.S. Government's National Center for Chronic Disease Prevention and Health Promotion to calculate the number of employees nationally who have the following health risks:

- Smoking
- Overweight
- Lack of exercise
- Excessive alcohol use
- High Blood Pressure
- High cholesterol
- Asthma
- Diabetes

This data is based on national averages and is not necessarily the same for your specific company. If, however, the demographics of your employee population are similar to the demographics of U.S. adults nationally, the data should be valid enough for you to know what risks your employees have and what interventions to offer.

Source- Behavioral Risk Factor Surveillance System, Years 1999 and 2000. Survey data, National Center for Chronic Disease Prevention and Health Promotion, Centers for Disease Control and Prevention, U.S. Department of Health and Human Services.

Cost Data

To determine the cost associated with each risk the **Wellness Wizard®** uses the financial data from a number of research studies that appeared in peer reviewed journals. These studies involved over 200,000 employees.

Sources:

1. Goetzel, R, Anderson, D, Whitmer, R, et al. Journal of Occupational and Environmental Medicine, Vol 40, No 10, Oct 1998: 843-854
2. Bertera, RL, The effects of workplace health promotion on absenteeism and employment costs in a large industrial population. *Am J Public Health*. 1990; 80:1101-1105
3. Yen, L, Edington, DW, Witting, P. Associations between health risk appraisal scores and employment medical claims costs in a manufacturing company. *Am J Health Promot*. 1991; 6:46-54
4. Yen, L, Edington, DW, Witting, P. Prediction of prospective medical claims costs and absenteeism costs for 1284 hourly workers from a manufacturing company. *J Occup Med*. 1992; 34:428-435
5. Edington, DW, Yen, L, Witting, P. The financial impact of changes in personal health practices. *J Occup Environ Med*. 1997; 39:1037-1045
6. Aldana, SG. Financial impact of health promotion programs: comprehensive review of the literature. *Am J Health Promot*. 2001; 15:296-319
7. American Diabetes Association: Economic Costs of Diabetics in the U.S. in 2002. *Diabetes Care*, 2003; Vol 26 No. 3: 917-932

Savings Data

The **Wellness Wizard®** uses the U.S. Government's Healthy People 2010 objectives to set the risk reduction goals for your employees. This number is then used to determine how much money your company will save on health care costs if the goals are met.

Source- U.S. Department of Health and Human Services. *Healthy People 2010*. 2nd ed. With Understanding and Improving Health Objectives for Improving Health. 2 vols. Washington, DC: U.S. Government Printing Office, November 2000.

Although the **Wellness Wizard®** is not an exact tool, it can steer a company in the appropriate directions to improve employee health and reduce costs. If a company wants to learn its specific risks and costs, it can have employees fill out a Health Risk Appraisal (HRA) and/or do a Retrospective Claims Analysis (RCA). These products are also offered by the American Institute for Preventive Medicine.

Wellness Wizard®

ABC Company

Note: The Wellness Wizard® may only be used for internal use within the recipients company for its own employees. It may not be used for marketing purposes. It may not be forwarded to or used by anyone outside of your location without the written permission of the American Institute for Preventive Medicine. The information below is a general, rather than an exact, indicator of your employees health risks and costs.

Number of Employees
250

Calculation of Employee Health Risks & Costs

Health Risk	# of Employees with Risk	Total Company Costs/Year
Smoking	53	\$23,432.85
Overweight	95	\$70,753.89
No Exercise	60	\$26,456.21
Excessive Alcohol Use	78	\$38,269.13
High Blood Pressure	64	\$26,163.67
High Cholesterol	75	\$21,191.26
Asthma	30	\$15,907.50
Diabetes	18	\$133,587.58
TOTAL EXTRA COMPANY HEALTH CARE COSTS:		\$355,762.08

Calculation of Savings

Health Risk	# of Employees with Risk	# of Employees with Risk after Goals are Met	Total Company Savings/Year
Smoking	53	26	\$11,716.43
Overweight	95	33	\$45,990.03
No Exercise	60	30	\$13,228.10
Excessive Alcohol Use	78	50	\$13,394.19
High Blood Pressure	64	28	\$14,913.29
High Cholesterol	75	14	\$17,164.92
Asthma	30	12	\$9,862.65
Diabetes	18	7	\$83,492.23
TOTAL COMPANY SAVINGS:			\$146,000.23

You can achieve these savings with our Total Health™ Program, a year long wellness communication and education program.

The cost of the Total Health™ Program for all of your employees can be as little as \$587.50

This comes out to only 0.165% of what your unhealthy employees are costing you.

***See next page for more information about the Total Health™ Program.**

Total Health™ The Affordable Ounce of Prevention

Improve your employees' and their families' health and your bottom line with a complete, proven year-long wellness program for as little as \$2.35 pepm.

Research has shown the **Total Health™** program can:

- ☐ Reduce health care costs
- ☐ Lower absenteeism
- ☐ Increase productivity
- ☐ Reduce workers compensation claims
- ☐ Improve employee morale

Total Health™ provides a year long wellness program from the nation's leader in health promotion. Best of all, it's effective, affordable, and tailored to meet your needs.

The program does not require extra manpower to implement and, because once is never enough, throughout the year, **Total Health™** delivers wellness information and action plans in a number of ways. These all work together to reinforce the bottom line – to make your company a healthy one.

Just think how much impact this year long program can have on your company's morale, productivity, and health care costs. The Institute's **Healthier at Home®** self-care guide alone has been proven to reduce health care costs an average of \$71.42 per employee in only 9 months.

An Easy-to-Implement, Year Long Program

Month	Wellness Product
January	PHA & Summary Report
February	Health Coaching
March	Healthier at Home® Guide
April	Health Newsletter
May	Wise Consumer HealthTracker®
June	Health Newsletter
July	First Aid Permafold®
August	
September	Health Newsletter
October	
November	
December	Health Newsletter
Online Year Round	Healthier at Home® Online A Year of Health Hints® Online

Let Total Health™ Start Working for You

Start improving the well-being of your employees, their families, and your company today with Total Health™ - the tailored, effective, affordable ounce of prevention.

Pricing

# of Employees	Price PEPM w/o coaching	Price PEPM with coaching
10-99	\$2.50	\$4.40
100-249	\$2.40	\$4.25
250-999	\$2.35	\$4.10
1000+	Call	Call

About the Institute

For 23 years, the American Institute for Preventive Medicine (AIPM) has offered organizations the most effective health promotion programs available. It works with over 12,000 corporations, unions, hospitals, MCOs, and government agencies, including over half of the Fortune 500 companies, BlueCross BlueShield plans in 41 states, and the U.S. Army.